

# Teaming to Win Air Force Contracts

A Partnership Approach to Business Development

September 2016



WEB

DATA

MOBILE

David Hart, Sr. Director BD  
(P) 888.549.8033 [www.seguetech.com](http://www.seguetech.com)  
2300 Wilson Blvd. Suite 420, Arlington, VA 22201

**SEGUE** III  
**TECHNOLOGIES**

# About the Presenter

Seamless Transitions to Success



- ❑ **Segue Technologies, Inc.** – [Website](#) - Senior Director of Business Development, DoD Contractor based, HQ in Arlington VA, providing IT Services.
- ❑ **Dayton-Wright Armed Forces Communication and Electronics Association** – [Website](#) - Lifetime Member, Recipient Medal of Merit, Chapter President (2010, 2015, 2016), EVP (2014) VP of Networking (2009), and Director of Awards (2008), Associate Director of the AFCEA (2011).
- ❑ **Dayton Defense** – [Website](#) - Served as Vice President of Dayton Defense, organizing two IT Dialogue with Industry Conferences.
- ❑ **Fast Rope** – [Website](#) - Founder and facilitator of the Fast Rope with over 300 Federal BD members in Dayton, Washington DC and many other market areas.
- ❑ **Team Fastrax Professional Skydiving Team** – [Website](#) - Founding member of the most active professional demonstration skydiving team in the world, performing over 200 shows annually.
- ❑ **Blue Skies for Good Guys and Gals Warrior Foundation 501c3** – [Website](#) - Event Director/Founder. Hosts 40 combat injured warriors and fallen hero families for a 4 day Weekend to Remember.
- ❑ **CEO/Founder, Blue Skies Teamwork/David Hart Speaks** – [Website](#) - Former US Army Ranger, Master Parachutist, Pathfinder, and accomplished skydiver he uses this experience as a keynote speaker on teamwork and leadership. Author of “Jump! Leaps in Organizational Performance and Teamwork.”
- ❑ **Dayton Region Military Collaborative** – [Website](#) - Founded the Miami Valley Presidents Round Table (now Dayton Region Military Collaborative, led by DDC), a regional community leadership Round Table.



# Overview

Goal: Provide an effective business development approach to teaming and building pursuits for the purpose of winning federal contracts.

## Learning Points:

- Review Building a Partner Pipeline
- About Identifying & Qualifying Pursuits
- Understand the Probability of Winning
- Creating a Partner Network
- Explore A Pursuit Template



## Emerging Smaller Companies

- Chicken or the egg
- Wearing every hat
- Limited resources
- Flying by the seat
- Extremely agile
- Willing to do anything
- Low overhead

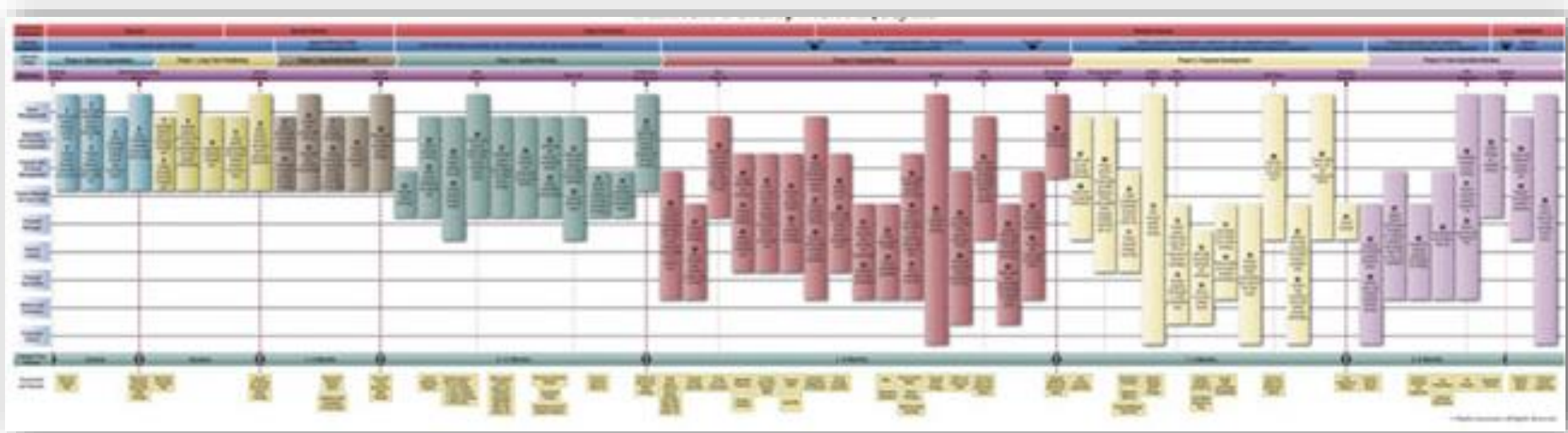
## Fully Mature Larger Integrators

- Established experience and capability
- Clear division of labor
- Optimize time, money, people
- Fully evolved business processes
- Intensely bureaucratic & stove piped
- Very narrow focus
- Large support infrastructure





## 96 Simple & Easy Steps to Success



Identify

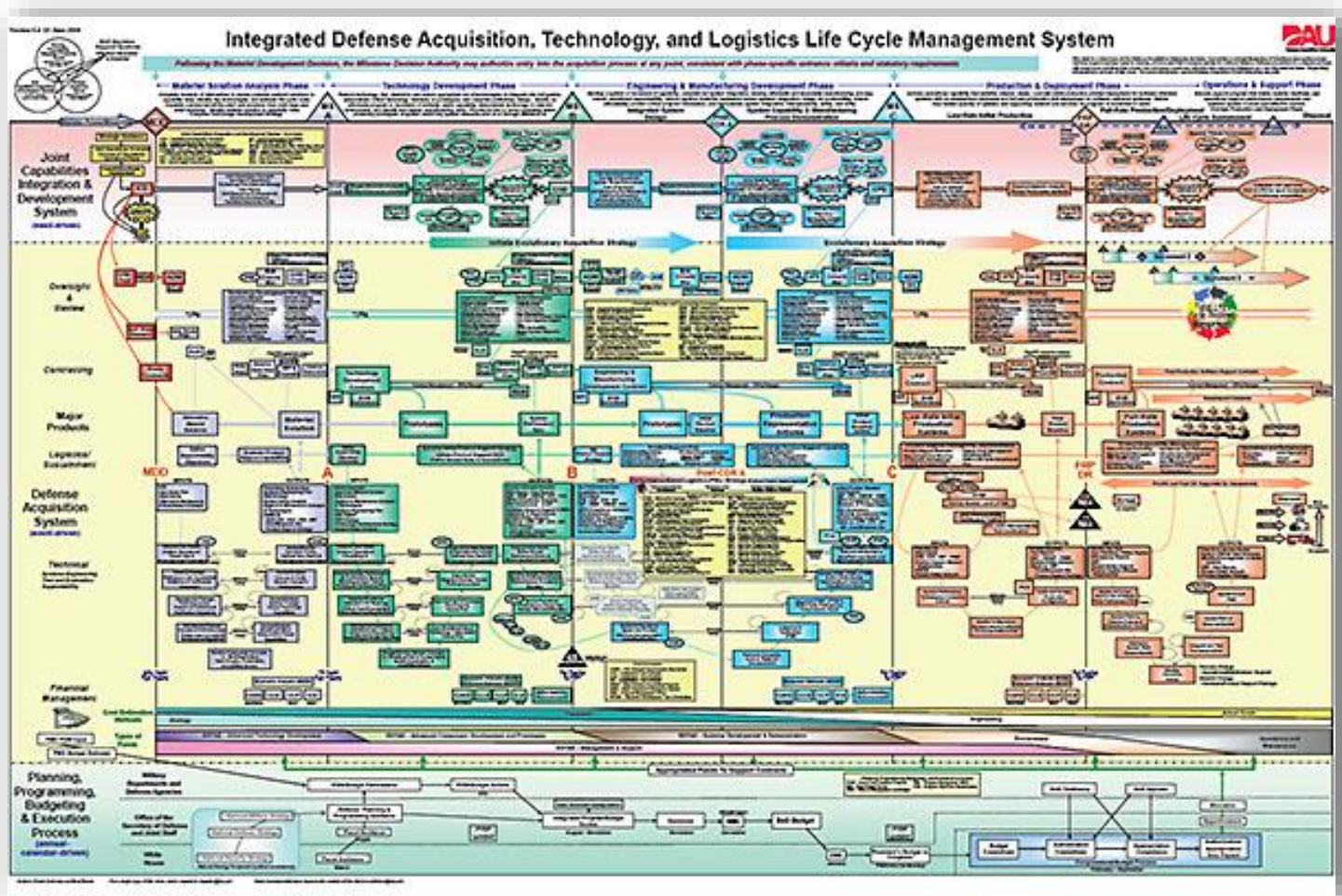
Pursue

Qualify

Propose

# How the Government Buys

Seamless Transitions to Success



*IT IS WHAT IT IS...UNDERSTAND THE PROCESS*

# Building a Partner Pipeline

- Pipeline Constraints
- Stratifying Pursuits
- Tracking Opportunities
- Teaming Considerations
- Tracking & Communication



- Funding for BD/B&P
  - Manpower
  - Marketing
  - Technology as an enabler
- Enormous volume of information
- Effective, timely communication
- Time to react
- Opportunity visibility
- Gaps in capability, customers and contracts
- Competitive environment
- IDIQs, GWACS and socio economic status



*THE GOAL IS TO OPTIMIZE RESOURCES*



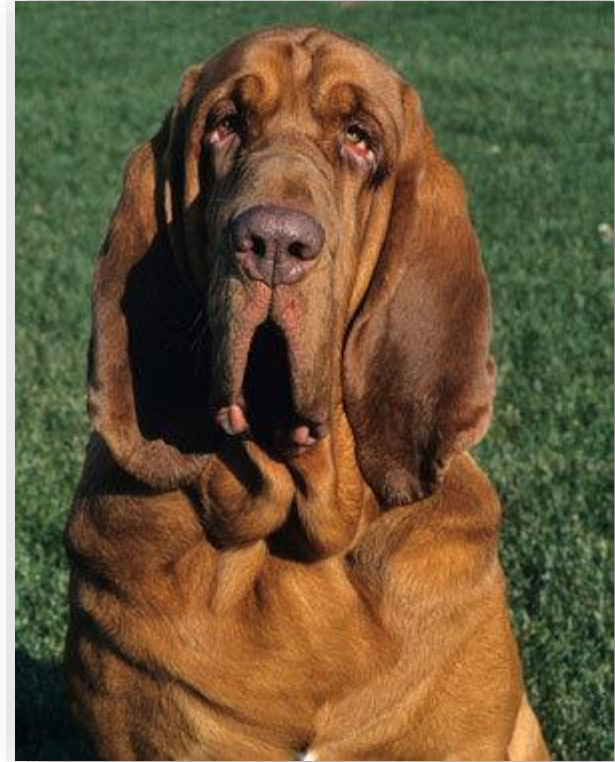
- Probability of Winning
  - Technical expertise alignment
  - Functional knowledge alignment
  - Acquisition insight
  - Gaps
- Prime or Sub position
- Size and Duration of Contract
- Resource Availability
- Strategic Alignment



***PRIORITIZE AND FOCUS ON STRATEGIC ALIGNMENT***



- Common Stages of Capture
  - Identification, Finding it
  - Qualification, Does it fit
  - Pursuit, Actively pursuing it
  - Proposal, Bidding to win it
- Internal and External Communication
- Opportunity/Acquisition Profile
- Incumbent Information
- Competitive Profile
- Partner Dialogue



*EVERY CONTRACT WILL RECOMPETE SOME DAY*

- Effective and timely communication
- Partners are out of sight out of mind
- Identify strengths and weaknesses early
- Track capability
- Geographic location to customer
- Response Bandwidth



*TEAMING CAN TAKE PLACE AT ANY POINT UP TO PROPOSAL SUBMISSION*



# Teaming Considerations

Seamless Transitions to Success



- Work Share Drivers
  - Recent and Relevant...Tied to BOA
    - Technical Expertise
    - Functional Expertise
    - Past Performance
  - Customer insight
    - Functional, PMO, CO, Source S.
  - Ability to Support
    - Proposal Build/Writing
    - Staffing/Recruiting
  - Profit margins
    - LPTA/Low Margin
    - Large company, high overhead



*EFFECTIVE TEAMING EFFECTIVELY ADDRESSES SECTION L&M*



Track relationships and pursuits, effectively communicate internally and externally with partners, and the government.

- CRM
- Document Repository
- Other Tools



# Identifying & Qualifying Pursuits

- Research Techniques
- Fit & Alignment
- Capability & Experience
- Teaming Considerations





- Conferences
- Government Industry Days
- Small Business Advocates
- IDIQ/GWAC Task Orders
- Government Portals (FBO, FPDS etc.)
- Commercial Tools (Govwin, Gov Tribe, etc.)
- Goggle like Search Engines
- Social Media (LinkedIn)
- Bubba Network and Partners
- Gov Stakeholders



***INFORMATION IS POWER***



## *Asking Smart Questions is Key*

- Does it align with the strategic direction of the company?
- Is it too big? Too small? Too complex?
- Is the profit margin acceptable?
- Can we effectively staff and manage the work?
- Do we have the technical expertise?
- Do we have the functional knowledge?
- Do we know the customer, CO, PM?
- Is it geographically feasible?
- Can we price to win?
- Will our past performance support?
- Can we write to the Proposal Sections?





## *Get smart on Partner Capability and Experience.*

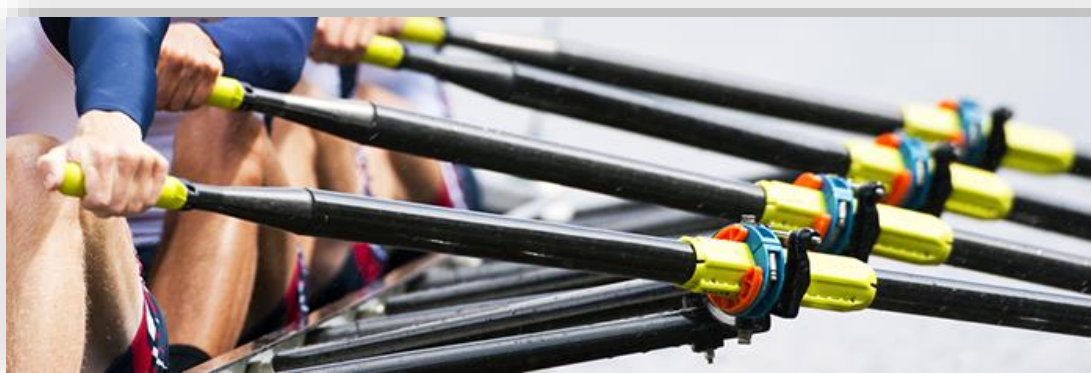
- Study Past Performance on Share Point
- Review Service Areas on Share Point
- Familiarize with Capability Briefs
- Talk with Project and Tech leads
- Onsite Program Shadow
- Stay engaged with Segue BD efforts outside your individual focus







- Circle of trust
  - Know, Like, Trust
- Partners as a force multiplier
- Filling Gaps...Know your partners
  - Capability, Contracts, Customers, Certifications
- Pricing/margin factors
- Staffing capability
- Others?



# Probability of Winning

- The C Factor
- Quick Assessment
- Key Drivers
- Anomalies in Teaming



- Contracts
  - How does the customer get to you
  - IDIQ, GWACS, BPA, Socio Economic Status
- Capability
  - Recent and Relevant Technical and Functional Expertise
- Customers
  - Customer Insight
  - PP of Similar Size, Scope and Complexity
- Certifications
  - CMMI, ISO etc.



*IF YOU DON'T HAVE IT, YOU GOTTA FIND IT*





- What's my level of interest?
  - Relates to fit & alignment
- What's my relevant expertise?
  - Key technologies with recent and relevant execution.
- What's my level of customer insight?
  - Incumbent status, spend and staffing profile
  - Customer insight, hot buttons, view of me
  - Acceptable and competitive solutions
- What my ability to support the response?
  - Band width for research and writing.
  - B&P to market the customer.



40-1



**SEGUE**   
TECHNOLOGIES



- Three Key Pieces to the Solicitation
  - PWS/SOW, what are the specific requirements the winner will need to perform?
  - Section L or ITO, what specifically do I need to address that they will use for the BOA?
  - Section M or BOA, what criteria will they use to select the winner?
    - Technical solution evaluation
    - Transition/Staffing evaluation
    - Past Performance
    - Price evaluation



***RISK IS ALWAYS A CONSIDERATION***



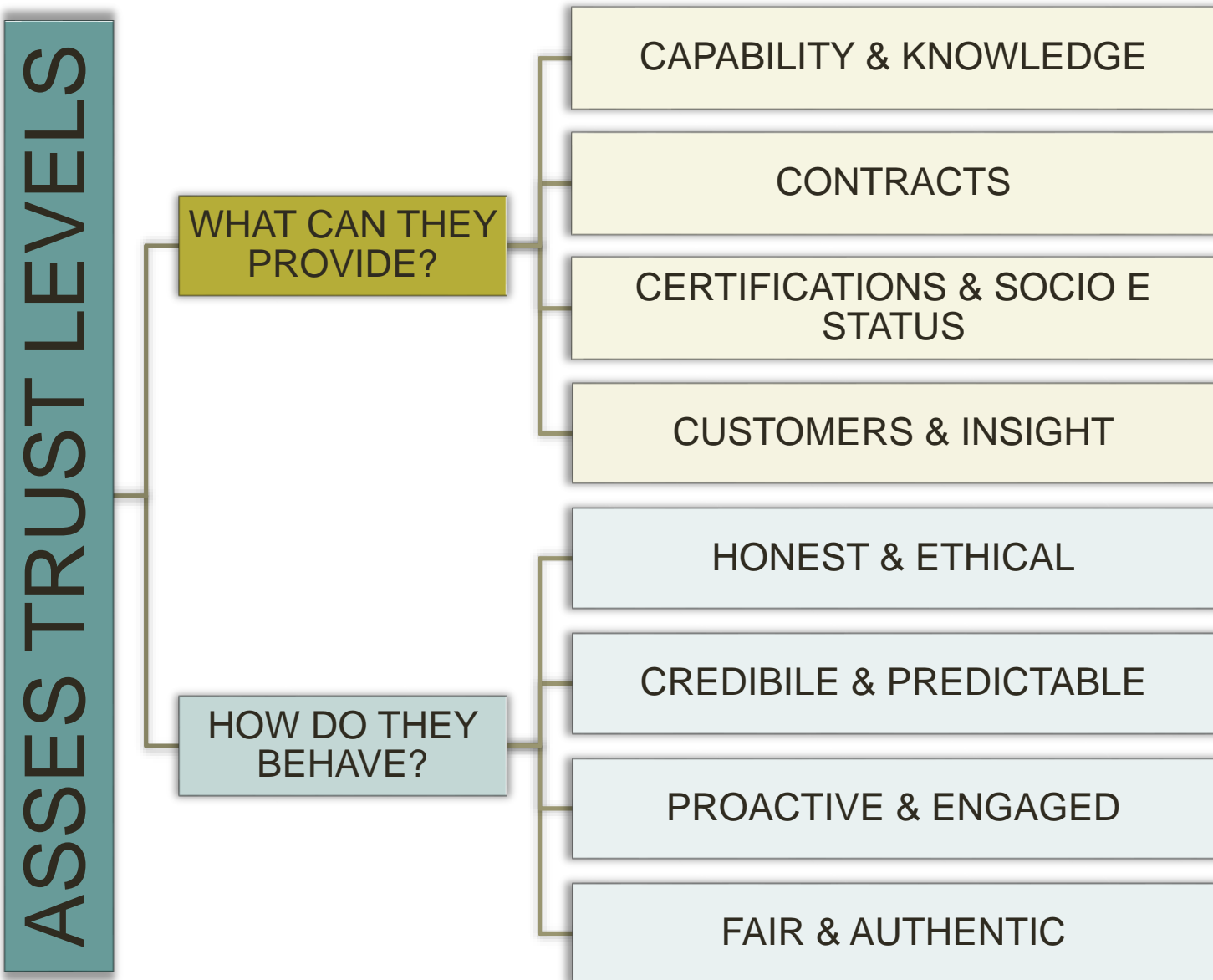
- Perception vs. Reality can often vary widely
- Best Practices Matter... But They Don't Always Apply
- Sometimes you just go for it

Perception	Reality
Incumbents always win	Dependent on the evaluation criteria
Pursuits require a lot of time, money and shaping	Occasionally you can win something thrown over the fence
Often competitors have work wired	Might just be a poorly written solicitation
Small primes always bid with big integrators	Primes driven to build winning solutions
Big companies always have the advantage	Big companies often function like 100 small companies
Relationships don't matter, it's all about the FARs	People share information and team with companies they trust.

# Creating a Partner Network

- Building Trust
- Professional Involvement
- BD Groups – Fast Rope
- Industry Events
- It's a Small World After All





- Professional Associations Abound
  - Be Like Ben...Get involved and volunteer
  - Pick one that ties into your interest
  - Build trust by being trustworthy and willing to pitch in and be a leader
- Examples in Dayton
  - Dayton Wright AFCEA Chapter
  - NDIA/WID
  - EEMG
  - AOC
  - AFA
  - Dayton Defense
  - NCMA
  - Technology First
  - LOA



## Information is Power and Relationships are King

- Get beyond business cards and superficial conversations.
- To build trust you have to meet with the same people regularly.
- Open dialogue on useful market insights, nothing competitive or proprietary.
- Share capability and understand your peers offerings.
- Seek opportunities to team and win contracts.
- Form your own group or consider something like [www.FastRope.org](http://www.FastRope.org)





## Why attend industry conferences?

- Network with government and industry
- Visibility to the customer
- Learn market trends and identify pursuits
- Set up meetings in parallel with the conferences

## Government Run Industry Days

- Opportunity to hear details on the acquisition
- Seek prime teaming opportunities

**LIFE CYCLE INDUSTRY DAYS**  
14-16 SEPTEMBER 2016  
UNIVERSITY OF DAYTON RIVER CAMPUS - DAYTON, OHIO

HOME | AGENDA | REGISTRATION | TRAVEL | CONTACTS

**DRAFT AGENDA**

**Wednesday, September 14, 2016**

**7:00 AM Registration/Continental Breakfast**

**7:45 AM Opening Ceremonies - Honor Guard/Vocalist**

**8:00 AM UD President Welcome**  
**Opening Remarks**  
- Lieutenant General John F. Thompson, Air Force Life Cycle Management Center (AFLCMC)  
- Mr. C. Douglas Ebersole, Air Force Research Laboratory (AFRL)  
- Lieutenant General Lee K. Levy II, Air Force Sustainment Center (AFSC)  
- National Air and Space Intelligence Center (NASIC)

**9:00 AM AF/A8 Opening Remarks**  
Lieutenant General James M. "Mike" Holmes, Deputy Chief of Staff for Strategic Plans and Requirements, Headquarters U.S. Air Force

**9:30 AM Concurrent Sessions**  
- Individual Programs  
- General Acquisition  
- C&S Strategies/Source Selection  
- Sustainment  
- Small Business  
- Special Topics  
- Classified Session

**11:30 AM Networking/Lunch**

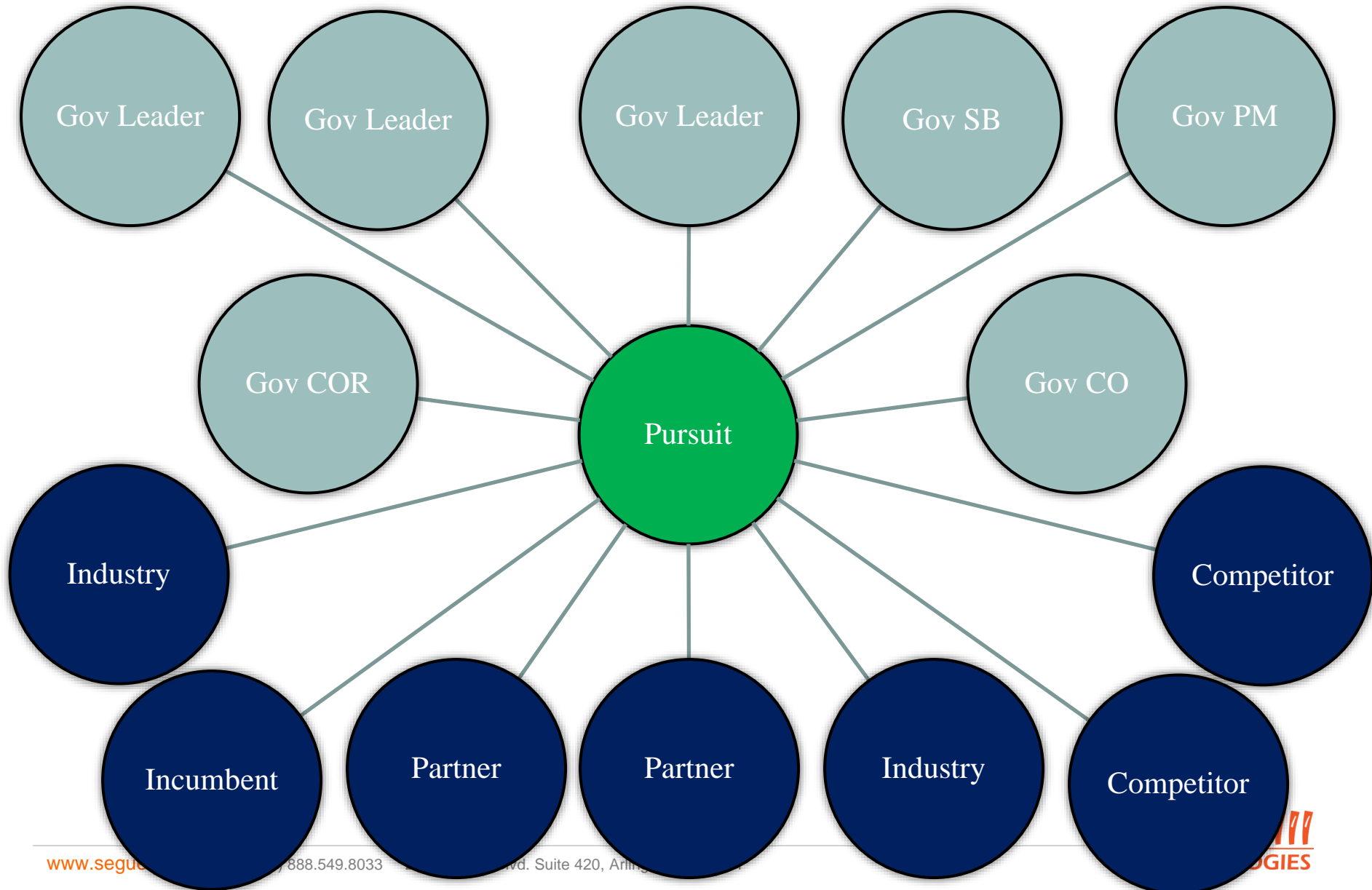
**12:30 PM Guest Speaker**  
Lieutenant General Arnold W. Bunch, Jr., Military Deputy Office of the Assistant Secretary of the Air Force for Acquisition

**1:30 PM Concurrent Sessions**  
- Individual Programs  
- General Acquisition  
- C&S Strategies/Source Selection  
- Sustainment  
- Small Business  
- Special Topics  
- Classified Session

**Thursday, September 15, 2016**

**7:00 AM Registration/Continental Breakfast**





# Pursuit Template

Title  
(Status)

# Table of Contents

- CURRENT NOTES
- PROGRAM OVERVIEW
- REQUIREMENTS
- SECTION L&M
- GOVERNMENT POC
- INCUMBENT CONTRACT
- INCUMBENT STATUS
- AS IS STAFFING PLAN
- STAFFING RESEARCH
- COMPETITIVE PROFILE
- PARTNER DISCUSSIONS
- PROGRAM CHALLENGES & PAIN POINTS
- ACQUISITION STRATEGY
- NEXT STEPS



# CURRENT NOTES

---

- Enter key notes here





# CONNECTIONS AND CALL PLAN

---

- TBD



# PROGRAM OVERVIEW

---

**Title:** Enter Title

**Scope:**

Enter Scope

Place of Performance: TBD

Enter Overview



# PROGRAM OVERVIEW - POP

---

**Place of Performance:** TBD

Enter Overview



# REQUIREMENTS

---

**Requirements**  
**TBD**





## SECTION L - ITO

---

- TBD



## SECTION M – Basis of Award

---

- TBD



# GOVERNMENT POC

---

TBD



# INCUMBENT CONTRACT

---

**TBD**



# INCUMBENT STATUS

---

- TBD





# AS IS STAFFING PLAN

---

TBD



# COMPETITIVE PROFILE

---

- TBD



# PARTNER DISCUSSIONS

---

**TBD**

**Capability Matrix**



# PROGRAM CHALLENGES & PAIN POINTS

---

- TBD



# ACQUISITION STRATEGY

---

- TBD





## NEXT STEPS

---

- TBD

# Summary

## Teaming to Win Federal Contracts

### Take Away Points

- Build a Partner Pipeline
- Identify & Qualifying Pursuits Effectively
- Assess the Probability of Winning to Optimize Resources
- Create a Partner Network Based on Trust
- Utilize a Process (Template)

*People don't care how much you know until they know how much you care!!*

# Questions?

**David Hart, Sr. Director BD**

**937.427.5477 (Office)  
2300 Wilson Blvd. Suite 420,  
Arlington, VA 22201**